

Utah State Quality Service Award

Guidance, Criteria and Application for 2005

Electronic Edition

**Prepared by:
The Utah Quality Service Award Panel of Evaluators
Under Direction of the Department of Human Resource Management**

WELCOME to the 2005 Utah Quality Service Award Application Handbook. This handbook represents a great deal of revision and fine-tuning over many years by the Panel of Evaluators without sacrificing the integrity of the program. Feedback from applicants has been invaluable in helping to design a more simplified application process for work units. Assistance in the preparation of your application is now available in a variety of ways.

First, you will receive a “Work Unit Preparation Checklist”. This is a one-page review of the criteria that will allow work unit leaders to quickly assess the readiness of their unit to apply for the award.

Second, if you decide you are ready, the Panel of Evaluators will assign one of their members to be a COACH to your work unit. The job of the coach is to help you understand how to apply the criteria to your work unit accomplishments in order to prepare the strongest application possible.

Third, you will have help available at the Utah Quality Service Award Information Line at (801) 538-3067.

There are five sections to this application booklet.

- [Section 1:](#) “Application Guidelines”, describes the purpose, eligibility, timetable, format and application process for the award.
- [Section 2:](#) “Application Tips”, suggests some things to consider as you prepare your application.
- [Section 3:](#) “Award Criteria and Scoring Guidelines”, overviews scoring of the three award categories.
- [Section 4:](#) “Application Evaluation and Recognition”, describes the evaluation process, which includes the criteria for site visits, final selection, feedback to agencies and the award presentation.
- [Section 5:](#) “Application”, outlines the work unit overview and preparation checklist.

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Section 1

Application Guidelines

Purpose:

The Utah Quality Service Award recognizes work units of Utah State Government who are achieving actual and verifiable results in providing “Customer Driven Government”. Evaluators will review the information you present to assess your work unit’s performance, how this information relates to your work unit’s vision, mission, or purpose, and the degree to which results have been sustained and or show continuous improvement over time.

Eligibility:

A work unit must meet the following conditions:

- ◆ Be a sub-unit of a department within the Executive Branch of Utah State Government
- ◆ Have its own defined mission
- ◆ Have defined customers
- ◆ Have results that are linked to the activities carried out by the organization
- ◆ Have a majority claim on the people and other resources involved in the work unit mission (i.e., this is not a part-time work activity or project for the majority of those involved)

Time Table:

- | | |
|----------------------|----------|
| ◆ Application due | 31 March |
| ◆ Award presentation | Mid June |

Format:

- ◆ Applications may be up to 6 pages plus charts and graphs and a work unit overview.
- ◆ Applications must be in 12-point font and single-spaced with a least 1 inch margins.
- ◆ The application is to be in black and white (no color).

Application handbooks can be obtained from the following:

- ◆ Internet – dhrm.utah.gov (under the Human Resources link) or;
- ◆ Department of Human Resource Management at (801) 538-3067.

Return application (one hard copy unbound plus one electronic copy) **to:**

Utah Quality Service Award
Department of Human Resource Management
Room 2120 State Office Building
Salt Lake City, Utah 84114

The electronic copy may be on a floppy disk or sent via E-mail to
Cwhipple@utah.gov.

Work Unit Preparation Checklist

Utah State Quality Service Award 2005

1.0 Customer Service Focus (50% of total points)

- ❑ Our work unit has a process to determine our customers, their requirements and how to meet those requirements.
- ❑ Our work unit has measurable customer satisfaction and product/service results that have been tracked over time.

2.0 Financial Focus (25% of total points)

- ❑ Our work unit has measurable budgetary or financial results in the delivery of our products/services which have been tracked over time.

3.0 Human Resources Focus (25% of total points)

- ❑ Our work unit has a process to recognize, develop and utilize individual employee skills in accomplishing our goals.
- ❑ Our work unit has a process to attract and select the right people to accomplish our work goals.
- ❑ Our work unit has measurements of human resource results that have been tracked over time including employee recruitment and selection, training and development, satisfaction and well being, and performance outcomes.

Section 2

Application Tips

Writing Application:

- ◆ Describe clearly how extensively customer improvement processes are implemented throughout your work unit. Evaluators will give higher scores when the entire work unit is engaged in customer service improvement processes.

Attachments:

- ◆ Attach charts, graphs and other statistical materials that document your accomplishments. The evaluation team will look for hard numbers that measure progress over an extended time period (2 years or more).

Coach:

- ◆ A member of the Evaluation Panel will be assigned to each state entity that is interested in applying for the Quality Service Award. If requested, this person will help you assess readiness to apply for the award and then act as a consultant in the writing of the application.

Additional Resource:

- ◆ Contact previous recipients of the Quality Service Award and ask them about things they did to prepare their nomination. A list may be obtained by calling the Quality Service Award Information line at (801) 538-3067.

Section 3

Award Criteria and Scoring Guidelines

Award criteria

There are three criteria:

- | | | |
|-----|--------------------------|------------|
| 1 - | Customer Focused Results | 250 points |
| 2 - | Financial Results | 125 points |
| 3 - | Human Resource Results | 125 points |

Total points possible = 500

Criteria Scoring

In responding to the following three criteria, please limit your narrative to two pages for each criterion or six pages overall. Charts, graphs and tables may be added in addition to the six narrative pages.

1 – Customer Focused Results (250 pts.)

Citizens in our democratic society rightfully expect government to be responsive to their expectations. This is demanded of everyone, at all levels of the work unit. The creation of “customer driven government” is thus an obligation of every work unit in state government. Work units that excel at customer service have: clearly identified their customer; actively seek customer input and feedback and are committed to improving customer service. These work units have clear measures of performance and monitor them vigorously.

- Describe the processes your work unit uses to determine your customers and their requirements. How do you meet these requirements? What are your key measures of customer satisfaction? How has your work unit improved service to your customers over the past two or more years? *Consider the following in formulating your answer:*
 - What are your current levels and trends in key measures of *customer satisfaction*? (125 pts.)

(Use this example chart or similar visual to display your information)

| Customer Group | Products/ Services Provided | Measurement Used | Current Level of Customer satisfaction | Trend in Satisfaction Level |
|----------------|-----------------------------|------------------|--|-----------------------------|
| | | | | |

- What are your current levels and trends in key measures of service, information and/or product performance? (125 pts.)

(Use this example chart or similar visual to display your information)

| Customer Group | Products/ Services Provided | Measurement Used | Current Level of Product or Service Performance | Trend in Performance Level |
|----------------|-----------------------------|------------------|---|----------------------------|
| | | | | |

2 – Financial Results (125 pts.)

The public expects fiscal accountability and the best value for their tax dollar. Work units that excel at fiscal accountability place great emphasis on efficiency and effectiveness and linking these to program goals. They are aware of the effect of their actions on the customer; know the cost per unit of service and how this compares to other similar work units. They track these measures over time.

- Describe how your work unit gathers and analyzes financial information. How do you evaluate the effectiveness of expenditures in providing services to your customers over the past two or more years in the context of program goals? Where you have done more with less or improved services? Give examples and numbers.

3 – Human Resource Results (125 pts)

The quality of human resources is critical to good customer service. Work units that excel in this criteria place great emphasis on hiring the right people. Employees are very involved in the effort to improve customer service and processes are in place to assess employee satisfaction and performance. The value of the human resource is constantly being improved through job training, career management programs and reliable performance appraisal and feedback.

- Describe how your work unit makes the most advantage of resources provided to:
 - Attract and select the right people;
 - Evaluate individual and team performance;
 - Provide training to enhance performance; and
 - Assess and respond to employee needs.

If you have measures, include charts and graphs that show trends over the past two or more years.

SCORING GUIDELINES

Each of the three criteria will be scored based on how effectively your processes are deployed throughout the work unit.

| Score | Implementation |
|-------------------|---|
| 0% | <ul style="list-style-type: none"> ◆ No Systematic Approach evident; anecdotal information |
| 10% to 20% | <ul style="list-style-type: none"> ◆ Beginning of a systematic approach to the basic purposes of the item ◆ Major gaps exist in implementation that would inhibit progress in achieving the basic purposes of the item ◆ Early stages of a transition from reacting to problems to a general improvement orientation |
| 30% to 40% | <ul style="list-style-type: none"> ◆ A sound, systematic plan, responsive to the basic purposes of the item ◆ Planning is implemented, although some areas or work units are in early stages of implementation ◆ Beginning of systematic planning to evaluate and improve basic item processes |
| 50% to 60% | <ul style="list-style-type: none"> ◆ A sound, systematic plan, responsive to the basic purposes of the item ◆ Planning is well-developed, although implementation may vary in some areas of work units ◆ A fact-based, systematic evaluation and improvement process is in place for basic item processes |
| 70% to 80% | <ul style="list-style-type: none"> ◆ Sound, systematic planning, responsive to the multiple requirements of the item ◆ Planning is well-implemented, with no significant gaps ◆ A fact-based, systematic evaluation and improvement process and organizational learning/sharing are key management tools; clear evidence of refinement and improved integration as a result of organizational-level analysis and sharing ◆ Planning is well-integrated with organizational needs identified in the other Criteria Categories |
| 90% to 100% | <ul style="list-style-type: none"> ◆ Sound, systematic planning, fully responsive to all the requirements of the item ◆ Implementation is fully deployed without significant weaknesses or gaps in any area or work units ◆ A very strong, fact-based, systematic evaluation and improvement process and extensive organizational learning/sharing are key management tools; strong refinement and integration, backed by excellent organizational-level analysis and sharing ◆ Planning is fully integrated with organizational need identified in the other Criteria Categories |

Each of the three criteria will be scored based on the results of your quality service efforts.

| Score | Results |
|-------------|---|
| 0% | <ul style="list-style-type: none"> ◆ No results or poor results in areas reported |
| 10% to 20% | <ul style="list-style-type: none"> ◆ Some improvements and/or early good performance levels in a few areas ◆ Results not reported for many to most areas of importance to the organization's key business requirements |
| 30% to 40% | <ul style="list-style-type: none"> ◆ Improvements and/or good performance levels in many areas of importance to the organization's key business requirements ◆ Early stages of developing trends and obtaining comparative information ◆ Results reported for many to most areas of importance to the organization's key business requirements |
| 50% to 60% | <ul style="list-style-type: none"> ◆ Improvement trends and/or good performance levels reported for most areas of improvement to the organization's key business requirements ◆ No pattern of adverse trends and no poor performance levels in areas of importance to the organization's key business requirements ◆ Some trends and/or current performance levels- evaluated against relevant comparisons and/or benchmarks – show areas of strength and/or good to very good relative performance levels ◆ Business results address most key customer, market, and process requirements |
| 70% to 80% | <ul style="list-style-type: none"> ◆ Current performance is good to excellent in areas of importance to the organization's key business requirements ◆ Most improvement trends and/or current performance levels are sustained ◆ Many to most trends and/or current performance levels – evaluated against relevant comparisons and/or benchmarks- show areas of leadership and very good relative performance levels ◆ Business results address most key customer, market, process, and action plan requirements |
| 90% to 100% | <ul style="list-style-type: none"> ◆ Current performance is excellent in most areas of importance to the organization's key business requirements ◆ Excellent improvement trends and/or sustained excellent performance levels in most areas ◆ Evidence of industry and benchmark leadership demonstrated in many areas ◆ Business results fully address key customer, market, process, and action plan requirements |

Implementation:

This is the extent to which customer service improvement processes have been implemented throughout the work unit. The evaluators want to see sound planning that has been implemented in all parts of the work unit. When assessing implementation, evaluators will look at:

- ◆ Key transactions with customers and/or public
- ◆ Key products and services
- ◆ Leadership involvement in implementing the plan

Results:

Work unit results are the whole focus of the Quality Service Award. When reviewing your results, evaluators will look at:

- ◆ The degree to which results have been sustained and show continuous improvement over time.
- ◆ Results that exceed or fall short of your expected goals.

Section 4

Application Evaluation and Recognition

Evaluation process:

A panel of evaluators from Utah State Government will evaluate the applications using the quality service award criteria. Points will be assigned to your response to assess the degree to which your efforts have been implemented throughout your work unit. No evaluator will review applications from organizations within his or her own agency, or from organizations with which he or she has a significant work relationship.

Site Visits:

Applications that demonstrate sustained commitment to quality service, as determined by the results of their application, will receive a site visit. Evaluators will conduct site visits to supplement and validate information contained in the application.

Final Selection:

Two levels of recognition will be awarded.

- 1) Those applicants whose planning and implementation efforts are well integrated throughout the work unit and whose results have been sustained for multiple years will receive the Utah Quality Service Award.
- 2) One work unit that best exemplifies dedication, innovation and hard work will be given a special Governor's award.

Feedback:

Evaluators will prepare feedback for each application's work unit. The feedback will contain comments on strengths and areas for improvement.

Award Presentation:

Those selected for the Utah Quality Service Award will be recognized by the Governor at a special ceremony in June.

Section 5
APPLICATION
Work Unit Overview
(Application cover sheet)

| | |
|-------------------------------|-----------------|
| (Work Unit) | (Leader's Name) |
| (Address) | |
| (Phone Number/e-mail address) | |

Who are your key customers?

What products or services does your work unit provide?

Work Unit Size:

Number of Employees _____

Number of sites in work units _____

Location of site(s) _____

Application coordinator:

| | | |
|--------|----------------|----------|
| (Name) | (Phone Number) | (E-mail) |
|--------|----------------|----------|

Criteria Contacts:

| Criteria | Contact (Person most knowledgeable in this category.) | Phone # | E-mail |
|----------|---|---------|--------|
| 1 | _____ | _____ | _____ |
| 2 | _____ | _____ | _____ |
| 3 | _____ | _____ | _____ |